

The College of William and Mary/VIMS Employee Survey Results

Introduction

In 2007 the College of William and Mary asked all professional and professional faculty, operational, classified and hourly employees to complete an Employee Climate Survey. The results of that survey helped us to learn a great deal about the things that employees thought worked well and the things that concerned them. The results of the survey informed the development many of the components of the University Human Resources Systems.

The 2007 climate survey was the first of its kind for employees in these categories in institutional memory. At that time we committed to conducting a climate survey every three years in order to assess whether we were improving. The 2010 climate survey was conducted this past August. The results have provided insight into where we are making progress and identified areas where the College needs to focus more attention.

The following report provides critical and timely information about how College employees perceive a wide range of issues related to their compensation, benefits, and training, their workplace, communications and job satisfaction.

Summary

Employees were asked how they would rate the institution, their department and working at the College.

- 90.7% agreed/strongly agreed that overall, their department is a good place to work.
- 92.0% agreed/strongly agreed that their workplace is safe.
- 77.7% agreed/strongly agreed that the College is a well-run institution.
- 67.1% agreed/strongly agreed that the College cares about its employees and treats them fairly.

Survey Administration

An online survey was distributed to 1596 professional and professional faculty, classified, operational and hourly employees. Responses were received from 1108 (64.2%) employees with 847 (53.1%) completing the survey. As not all respondents were required to answer all questions, the number of responses per question is fewer than 1108. The average time to complete the survey online was 21 minutes.

In addition sessions were held for employees who did not have access to a computer or chose to complete a paper survey. A total of 17 employees completed the paper survey.

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Demographics of Respondents

Survey Activity

Invited	Number
Total	1596
Viewed	1375
Started	1108
Completed	847

Employee Category

	Number of surveyed	Number of Responses
Professional/Professional Faculty	432	483
Operational/Classified	949	486
Hourly	215	56
Did not Identify/Responded as Other		83

Department Responses

Department	Number Surveyed	Number of Respondents	Response Rate
Administration-Facilities Management, Auxiliary Services, HR, Procurement, Campus Police	302	161	53%
Arts and Sciences	109	209	192%
Athletics	109	36	33%
School of Business	62	56	90%
Development	68	65	96%
School of Education	51	45	88%
Finance	78	25	32%
School of Law	75	51	68%
Provost-Information Technology	83	49	59%
Provost-Enrollment	50	18	36%
Provost-All Other departments (Reves, Muscarelle)	74	25	34%
Public Affairs (Strategic Initiatives)	27	14	52%
Student Affairs-Residence Life	67	16	24%

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Student Affairs-All other departments (Counseling Center, Career Services, Health Center, etc.)	105	64	61%
Swem Library	63	56	89%
VIMS	300	127	42%
Total	1596	1017	64%

Length of Time Working at the College

	Number of Respondents	Percent
Less than one year	66	6.44%
At least one year but less than 5 years	305	29.76%
5-9 years	234	22.83%
10-19 years	252	24.59%
20-30 years	125	12.2%
More than 30 years	43	4.2%

There are some anomalies in the data. In several places the number of employees who took the survey exceeds the number who were eligible to participate. The explanation for these anomalies is revealed in the written comments. The nature of some of the comments made it apparent that some instructional and research faculty responded to the survey, identifying themselves as professional and professional faculty.

While the directions to the survey clearly stated who was eligible to participate, the manner of on-line distribution afforded instructional and research faculty access to the survey. The confidentiality protections built into the survey instrument make it impossible to identify the respondent for each survey. As a result, it is not possible to segregate the data provided by instructional and research faculty and professionals and professional faculty. This also has an impact on the ability to make a direct comparison between the 2007 and the 2010 surveys for the employee category of professional and professional faculty.

Despite these anomalies, and with this caveat, we believe it is important to report the results of the survey.

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PART I 2010 SUMMARY DATA

MISSION AND PURPOSE

Employees' answers to this section of the survey relate to their understanding of the mission, goals and objectives of both your department and William & Mary.

- I understand the mission, goals and strategic plan of W&M
 - Strongly Agree 19.79%
 - Agree 64.35%
 - Disagree 9.12%
 - Strongly Disagree 1.55%
 - Don't Know/No opinion 5.18%

- I understand the mission and goals of my department.
 - Strongly Agree 46.26%
 - Agree 45.32%
 - Disagree 4.57%
 - Strongly Disagree 2.70%
 - Don't Know/No opinion 1.14%

- I understand how my work directly contributes to the overall success of my department.
 - Strongly Agree 58.84%
 - Agree 36.28%
 - Disagree 3.01%
 - Strongly Disagree 1.14%
 - Don't Know/No opinion .73%

- I understand how our department's objectives and initiatives contribute to the success of W&M.
 - Strongly Agree 49.02%
 - Agree 43.01%
 - Disagree 5.08%
 - Strongly Disagree 1.24%
 - Don't Know/No opinion 1.66%

- I think the college acts effectively to recruit a diverse workforce.
 - Strongly Agree 15.40%
 - Agree 45.47%
 - Disagree 13.84%
 - Strongly Disagree 5.10%
 - Don't Know/No opinion 20.19%

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- I think the college acts effectively to promote a diverse workforce.

Strongly Agree	15.31%
Agree	44.27%
Disagree	15.52%
Strongly Disagree	5.31%
Don't Know/No opinion	19.58%
- I think the college acts effectively to retain a diverse workforce.

Strongly Agree	12.71%
Agree	40.52%
Disagree	18.33%
Strongly Disagree	7.29%
Don't Know/No opinion	21.15%

ORGANIZATIONAL STRUCTURE

These questions relate to how employees view the structure of their department and William & Mary overall.

- I know who is responsible for doing what in my department.

Strongly Agree	42.57%
Agree	45.86%
Disagree	7.96%
Strongly Disagree	2.87%
Don't Know/No opinion	0.74%
- I believe we have the right staffing level to perform the duties assigned to my department.

Strongly Agree	11.68%
Agree	35.67%
Disagree	33.12%
Strongly Disagree	18.05%
Don't Know/No opinion	1.49%
- I believe we have people with the right knowledge, skills and abilities to do the work in my department.

Strongly Agree	27.10%
Agree	51.43%
Disagree	15.20%
Strongly Disagree	5.31%
Don't Know/No opinion	0.96%
- The work duties and work load are distributed fairly within my department.

Strongly Agree	12.66%
Agree	44.57%
Disagree	26.60%
Strongly Disagree	11.49%
Don't Know/No opinion	4.68%

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- The current organizational structure of my department provides for clear direction and decision making.

Strongly Agree	18.21%
Agree	48.78%
Disagree	20.77%
Strongly Disagree	8.73%
Don't Know/No opinion	3.51%
- The current organizational structure of W&M provides for clear direction and decision-making.

Strongly Agree	8.22%
Agree	48.45%
Disagree	16.97%
Strongly Disagree	6.51%
Don't Know/No opinion	19.85%

MANAGEMENT AND SUPERVISION

These items reflect employees' opinions of how their supervisor and others at the college manage their performance and the workplace in general.

- I clearly understand what my supervisor expects of me.

Strongly Agree	43.10%
Agree	43.97%
Disagree	7.97%
Strongly Disagree	3.02%
Don't Know/No opinion	1.94%
- I feel comfortable discussing work-related issues with my supervisor.

Strongly Agree	46.37%
Agree	35.21%
Disagree	11.92%
Strongly Disagree	4.55%
Don't Know/No opinion	1.95%
- My supervisor gives me candid and timely feedback on my performance.

Strongly Agree	34.85%
Agree	41.59%
Disagree	15.20%
Strongly Disagree	5.54%
Don't Know/No opinion	2.82%

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- My supervisor is consistent and fair when dealing with employees.

Strongly Agree	34.97%
Agree	36.17%
Disagree	14.71%
Strongly Disagree	7.30%
Don't Know/No opinion	6.86%
- My supervisor responds effectively to inappropriate behavior related to diversity.

Strongly Agree	27.12%
Agree	28.87%
Disagree	6.32%
Strongly Disagree	4.47%
Don't Know/No opinion	33.22%
- When an employee reports an incident of disrespectful behavior, the situation is dealt with fairly

Strongly Agree	20.76%
Agree	27.72%
Disagree	8.80%
Strongly Disagree	5.22%
Don't Know/No opinion	37.50%
- My supervisor has a good working relationship with his/her employees.

Strongly Agree	38.76%
Agree	41.80%
Disagree	9.77%
Strongly Disagree	4.89%
Don't Know/No opinion	4.78%
- My department receives support from senior administrators.

Strongly Agree	20.80%
Agree	45.94%
Disagree	13.22%
Strongly Disagree	6.61%
Don't Know/No opinion	13.43%

COMMUNICATION

Employees' input on these items reflects their opinion of the communication channels within their department and across William & Mary.

- My ideas and opinions are encouraged and valued by others in my department.

Strongly Agree	29.03%
Agree	50.83%
Disagree	12.90%
Strongly Disagree	3.78%
Don't Know/No opinion	3.45%

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- I feel comfortable talking openly with my co-workers about our department's goals and ways to improve what we do.

Strongly Agree	31.89%
Agree	51.11%
Disagree	11.56%
Strongly Disagree	3.22%
Don't Know/No opinion	2.22%

- I feel comfortable talking openly with my supervisor about our department's goals and ways to improve what we do.

Strongly Agree	38.26%
Agree	43.39%
Disagree	12.12%
Strongly Disagree	3.56%
Don't Know/No opinion	2.56%

- People in my department communicate comfortably with others regardless of background.

Strongly Agree	26.76%
Agree	49.05%
Disagree	14.38%
Strongly Disagree	5.57%
Don't Know/No opinion	4.24%

- Communication and cooperation between my department and other departments at W&M is effective.

Strongly Agree	11.72%
Agree	51.00%
Disagree	20.87%
Strongly Disagree	5.02%
Don't Know/No opinion	11.38%

- The lines of communication within my department are open so that information flows both up and down the chain of command.

Strongly Agree	20.67%
Agree	45.59%
Disagree	20.22%
Strongly Disagree	8.94%
Don't Know/No opinion	4.58%

- I am provided with opportunities to participate in the goal setting and decision-making process in my department.

Strongly Agree	25.23%
Agree	41.78%
Disagree	18.92%
Strongly Disagree	9.80%
Don't Know/No opinion	4.28%

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- I am informed of changes in my department's work practices.

Strongly Agree	22.77%
Agree	48.33%
Disagree	14.96%
Strongly Disagree	7.81%
Don't Know/No opinion	6.14%
- Senior administrators' communications to employees about issues are timely and clear.

Strongly Agree	16.70%
Agree	45.07%
Disagree	21.30%
Strongly Disagree	8.63%
Don't Know/No opinion	8.30%
- Senior administrators encourage input on issues by providing ways to comment on issues.

Strongly Agree	16.07%
Agree	41.96%
Disagree	21.21%
Strongly Disagree	9.26%
Don't Know/No opinion	11.50%

TEAMWORK

This section reflects employees' opinions of how they, their co-workers, and other departments work together.

- The people in my department are committed to helping W&M succeed.

Strongly Agree	42.28%
Agree	47.58%
Disagree	4.06%
Strongly Disagree	1.13%
Don't Know/No opinion	4.96%
- People within my department collaborate with each other and work as a team.

Strongly Agree	32.09%
Agree	45.31%
Disagree	14.80%
Strongly Disagree	4.86%
Don't Know/No opinion	2.94%
- I feel valued as a team member within my department.

Strongly Agree	34.01%
Agree	43.84%
Disagree	13.11%
Strongly Disagree	5.88%
Don't Know/No opinion	3.16%

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- I trust the people in my department.

Strongly Agree	28.67%
Agree	44.48%
Disagree	14.90%
Strongly Disagree	6.60%
Don't Know/No opinion	5.35%
- Co-workers in my department respect individual and cultural differences.

Strongly Agree	34.12%
Agree	47.68%
Disagree	7.12%
Strongly Disagree	4.07%
Don't Know/No opinion	7.01%

CUSTOMER FOCUS

These questions relate to employees' opinions of customer service.

- I know who my customers are.

Strongly Agree	58.28%
Agree	34.58%
Disagree	1.70%
Strongly Disagree	0.91%
Don't Know/No opinion	4.54%
- I understand the needs of our customers.

Strongly Agree	53.70%
Agree	39.02%
Disagree	1.71%
Strongly Disagree	0.57%
Don't Know/No opinion	5.01%
- I feel empowered to solve customer problems.

Strongly Agree	40.39%
Agree	44.94%
Disagree	6.94%
Strongly Disagree	1.59%
Don't Know/No opinion	6.14%
- I think that customers are pleased with the service they receive from my department.

Strongly Agree	36.25%
Agree	50.34%
Disagree	3.98%
Strongly Disagree	1.48%
Don't Know/No opinion	7.95%

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- When I am working with another W&M department, I find that department responsive to my needs.

Strongly Agree	19.16%
Agree	55.22%
Disagree	11.34%
Strongly Disagree	2.38%
Don't Know/No opinion	11.90%

INNOVATION OPPORTUNITIES

These items measure how well employees' feel their ideas and talents are valued in your department.

- I am challenged to think of ways to improve the way we do business.

Strongly Agree	28.85%
Agree	47.82%
Disagree	13.79%
Strongly Disagree	3.56%
Don't Know/No opinion	5.98%
- I am provided with opportunities to broaden my knowledge through special tasks/assignments.

Strongly Agree	26.41%
Agree	47.99%
Disagree	15.84%
Strongly Disagree	4.71%
Don't Know/No opinion	5.05%
- I am given opportunities for cross training within my department.

Strongly Agree	17.94%
Agree	37.85%
Disagree	25.69%
Strongly Disagree	6.25%
Don't Know/No opinion	12.27%
- Supervisors in my department are open to change and improvements.

Strongly Agree	25.84%
Agree	47.87%
Disagree	13.61%
Strongly Disagree	6.23%
Don't Know/No opinion	6.46%
- The senior administrator over my department is open to change and improvements.

Strongly Agree	25.34%
Agree	43.46%
Disagree	10.89%
Strongly Disagree	5.73%
Don't Know/No opinion	14.56%

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MY JOB

Employee's responses to these items reflect how they feel about their job.

- I have the right tools and resources to do my job well.

Strongly Agree	20.91%
Agree	56.68%
Disagree	16.49%
Strongly Disagree	4.65%
Don't Know/No opinion	1.28%

- I have the authority I need to do my job well.

Strongly Agree	28.95%
Agree	51.63%
Disagree	13.49%
Strongly Disagree	3.02%
Don't Know/No opinion	2.91%

- I have received adequate training to accomplish the tasks that have been assigned to me.

Strongly Agree	27.87%
Agree	54.94%
Disagree	12.08%
Strongly Disagree	2.44%
Don't Know/No opinion	2.67%

- The amount of work I am expected to do is reasonable.

Strongly Agree	17.48%
Agree	55.48%
Disagree	18.76%
Strongly Disagree	6.88%
Don't Know/No opinion	1.40%

- My talents and abilities are well used in my current position.

Strongly Agree	30.43%
Agree	49.71%
Disagree	12.43%
Strongly Disagree	5.11%
Don't Know/No opinion	2.32%

- My position description is accurate and up-to-date.

Strongly Agree	23.11%
Agree	46.46%
Disagree	13.36%
Strongly Disagree	7.55%
Don't Know/No opinion	9.52%

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- The expectations for my job performance are clear and fair.

Strongly Agree	24.83%
Agree	52.56%
Disagree	14.10%
Strongly Disagree	4.43%
Don't Know/No opinion	4.08%
- My work is important to the success of my department.

Strongly Agree	49.12%
Agree	45.39%
Disagree	2.10%
Strongly Disagree	1.05%
Don't Know/No opinion	2.33%
- Doing my job well gives me a sense of personal satisfaction.

Strongly Agree	63.15%
Agree	33.02%
Disagree	1.51%
Strongly Disagree	1.51%
Don't Know/No opinion	0.81%

MY PAY

Employee's responses to these items reflect how they feel about their pay.

- I understand how my pay is determined.

Strongly Agree	11.58%
Agree	45.38%
Disagree	25.15%
Strongly Disagree	11.46%
Don't Know/No opinion	6.43%
- I believe I am fairly compensated for the work I do.

Strongly Agree	5.40%
Agree	25.82%
Disagree	40.49%
Strongly Disagree	24.65%
Don't Know/No opinion	3.64%
- My pay has increased in line with increases in my responsibilities.

Strongly Agree	3.17%
Agree	16.43%
Disagree	39.55%
Strongly Disagree	30.99%
Don't Know/No opinion	9.86%

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- My pay level is comparable with other employees in similar jobs within W&M.

Strongly Agree	2.93%
Agree	21.78%
Disagree	21.66%
Strongly Disagree	20.96%
Don't Know/No opinion	32.67%
- My pay level is comparable with employees in similar jobs outside of W&M.

Strongly Agree	2.34%
Agree	9.73%
Disagree	31.18%
Strongly Disagree	34.70%
Don't Know/No opinion	22.04%
- If you are an hourly employee, did you take this position with the hopes of eventually becoming full time at W&M?

Yes	3.24%
No	4.19%
N/A – I am not an hourly employee	92.57%
- I believe that initial salary should be based on (select up to two answers including your answer to other):

Job related experience, skills and abilities	43.72%
Education/Training/Certification	18.52%
Salary level of others doing similar job in the same department	4.80%
Salary level of others doing a similar job across all W&M	9.05%
Salary level of others doing a similar job across all jobs outside W&M	20.40%
Other	3.52%
- I believe that pay increases should be based primarily on (select up to two responses including other):

Performance	48.22%
Length of service	10.68%
Increase in responsibilities/duties	37.54%
Other	3.56%

MY BENEFITS

This section provided an opportunity to say which benefits are most important now and what types of benefits, if offered, would be important. This section also asks about telecommuting.

- Of the total benefit/WorkLife package currently available, how important are the following benefits to you (select your top five benefits - you can add a benefit to other and select that item in your top five):

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Health insurance	18.98%
CommonHealth	1.22%
Discounts given by Williamsburg business with W&M id card	1.08%
Tax Sheltered Annuities and Cash Match	9.28%
Virginia Retirement Benefits	13.64%
Optional Retirement Benefits	6.76%
Flexible Reimbursement Account (dependent care and medical insurance)	2.52%
Life Insurance	7.76%
Optional Insurance (AFLAC, Long Term Care, Optional Life)	2.11%
On-site child care	1.32%
A flexible work schedule	8.81%
Recreation facilities (gym, exercise program)	2.82%
Leave benefits (paid leave)	15.08%
Ability to telecommute (work from home or other alternate location)	3.57%
Tuition reimbursement for full-time employees who want to take courses at W&M	3.26%
Other	1.79%

- How important are the following potential benefit/work life items to you (select your top three benefits - you can add a benefit to other and select that item in your top three):

Resources for aging parents	9.23%
Stress management	11.59%
Financial services (tax resources, budgeting, debt consolidation)	17.18%
Health insurance for life partners	14.15%
Subsidized commuting costs (public transportation, vanpool)	6.48%
Tuition reimbursements for employees who want to take courses at other schools	17.75%
Tuition reimbursements for dependents of employees	19.50%
Other	4.12%

- Do you currently telecommute (i.e. work from home or another location off campus)?

Yes	16.25%
No	83.75%

- If yes, how often are you able to telecommute?

1 day a week	25.90%
2-4 days a week	23.02%
1-3 days a month	10.07%
4-8 days a month	5.76%
Other	35.25%

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- What are the greatest benefits you have realized from telecommuting (check all that apply)

Less absenteeism	5.37%
No disruption of work from outside effects	13.70%
Higher productivity	17.78%
More flexible work schedule	18.15%
Save money (gas, car repairs, lunch money)	13.70%
More control over my schedule	15.00%
Less time commuting	13.52%
Other	2.78%

- If no and you were given the opportunity, would you telecommute?

Yes	64.30%
No	35.70%

- What do you feel are the barriers to your ability telecommuting (check all that apply)?

Paper files centrally located	11.51%
Lack of technology (computer, fax, scanner, etc) in my home	9.50%
Meeting schedule – need to be available for impromptu meetings	15.00%
Management of my employees on telecommute days	6.68%
I'm the only person who does my job in my department	15.89%
The duties and responsibilities are not conducive to working off campus	26.43%
I do not want to telecommute	6.31%
Other	8.69%

MY WORKPLACE

These items focus on employees' opinion of their workplace - from safety and comfort to workplace resources.

- My workplace is well maintained and physically comfortable.

Strongly Agree	30.93%
Agree	46.99%
Disagree	16.17%
Strongly Disagree	5.08%
Don't Know/No opinion	.83%

- My workplace is accessible.

Strongly Agree	35.57%
Agree	55.95%
Disagree	5.30%
Strongly Disagree	2.47%
Don't Know/No opinion	0.71%

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- My workplace is safe.

Strongly Agree	35.57%
Agree	55.99%
Disagree	5.10%
Strongly Disagree	1.54%
Don't Know/No opinion	1.30%
- If I had a work-related problem such as harassment or discrimination, I know where to go at W&M to discuss my concerns.

Strongly Agree	31.68%
Agree	51.18%
Disagree	7.92%
Strongly Disagree	3.43%
Don't Know/No opinion	5.79%

OVERALL

In this final section employees were given an opportunity to comment on how they feel overall about working at William & Mary.

- Overall, my department is a good place to work.

Strongly Agree	39.31%
Agree	51.43%
Disagree	5.94%
Strongly Disagree	2.02%
Don't Know/No opinion	1.31%
- I believe that W&M is a well-managed institution.

Strongly Agree	17.72%
Agree	60.05%
Disagree	11.30%
Strongly Disagree	3.69%
Don't Know/No opinion	7.25%
- I believe W&M cares about all employees and treats them fairly.

Strongly Agree	13.20%
Agree	53.98%
Disagree	17.84%
Strongly Disagree	5.47%
Don't Know/No opinion	9.51%
- The level of commitment to diversity at W&M is appropriate.

Strongly Agree	12.83%
Agree	50.96%
Disagree	14.39%
Strongly Disagree	3.48%
Don't Know/No opinion	18.35%

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- W&M values the contributions of people with different work experience.

Strongly Agree	13.01%
Agree	52.03%
Disagree	11.69%
Strongly Disagree	4.42%
Don't Know/No opinion	18.86%

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PART II COMPARISON OF 2007 AND 2010

AGREE/STRONGLY AGREE RATING PERCENTAGES

The ratings of agreed/strongly agreed for each question in the following categories improved compared to the ratings in the 2007 Employee Survey with the exception of one question under Organizational Structure. The question receiving the highest increase is identified under each category.

- Mission and Purpose
 - 84.1% agreed/strongly agreed they understand the mission, goals and strategic plan of W&M. An increase of 8.7%
- Organizational Structure
 - 78.5% agreed/strongly agreed we have people with the right knowledge, skills and abilities to do the work in my department. An increase of 15.6%.
 - 51.1% disagreed/strongly disagreed that we have the right staffing level to perform the duties assigned to my department. An increase from 46.8%.
- Management and Supervision
 - 66.7% agreed/strongly agreed their department receives support from senior administrators. An increase of 25.8%.
- Communication
 - 87.4% agreed/strongly agreed they feel comfortable talking openly with co-workers and their supervisor about their department's goals and ways to improve what they do. An increase of 22.0%.
- Teamwork
 - 89.9% agreed/strongly agreed the people in their department are committed to helping W&M succeed. An increase of 6.5%.
- Customer Focus
 - 92.7% agreed/strongly agreed they understand the needs of their customers. An increase of 14.5%
- Innovation Opportunities
 - 76.7% agreed/strongly agreed they are challenged to think of ways to improve the way we do business. An increase of 10.5%.
- My Job
 - 77.6% agreed/strongly agreed their position description expectations are clear and fair. An increase of 10.4%.
- My Workplace
 - 91.6% agreed/strongly agreed their workplace is safe. An increase of 15.8%

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- My Benefits

Questions pertaining to benefits were asked in a slightly different format. Four out of the top five benefits identified in the 2007 survey remain the most important to employees. They are:

- Health insurance
- Leave benefits
- Retirement benefits
- Flexible work schedule

The category of Tax Sheltered Annuities and Cash Match was rated in the top five in the 2010 survey replacing life insurance from the 2007 survey

The top three potential benefits and work life items are:

- Tuition reimbursement for dependents of employees
- Tuition reimbursements for employees who want to take course at other schools
- Financial services (tax resources, budgeting, debt consolidation)

- My Pay

The 2007 survey questions divided this category into two: Compensation and Importance of Pay Factors. The questions, however, were very similar. As a result, these two categories were combined in the 2010 survey under the category of My Pay.

-57.0% agreed/strongly agreed they understood how their pay is determined. An increase of 6.3%.

-19.5% agreed/strongly agreed their pay has increased in line with increases in their responsibilities. A decrease of 10.9%. It should be noted that fully 70.5% disagreed/strongly disagreed that their pay has increased in line with increases in their responsibilities.

-24.7% agreed/strongly agreed their pay is comparable with other employees in similar jobs within W&M. An increase of 2%. It should be noted that 42.6% disagree/strongly disagree. An increase of 14.6%

-12.1% agreed/strongly agreed their pay is comparable with other employees in similar jobs outside of W&M. A decrease of 0.8%. Again, it should be noted that 65.9% disagree/strongly disagree that their pay is comparable with other employees in similar jobs outside of W&M. An increase of 11.8%.

The College of William and Mary/VIMS Employee Survey Results

-Employees indicated that an employee's initial salary should be based on the following:

- Job related experience, skills and abilities-43.7%
- Salary level of others doing a similar job across all jobs outside of W&M-20.4%
- Education/Training/Certification-18.5%

-Employees indicated that pay increases should be based on the following:

- Performance-48.22%
- Increase in responsibilities-37.54%

- Diversity

In the 2010 survey new questions relating to diversity were asked in several categories. The results are as follows:

-Mission and Purpose

- 60.9% agreed/strongly agreed the College acts effectively to recruit a diverse workforce.
- 59.6% agreed/strongly agreed the College acts effectively to promote a diverse workforce.
- 53.2% agreed/strongly agreed the College acts effectively to retain a diverse workforce.

-Teamwork

- 81.8% agreed/strongly agreed that co-workers in their department respect individual and cultural differences.